Indian and Northern Affairs Canada

Affaires indiennes et du Nord Canada

Erratum

"The Prime Minister announced on May 18, 2011 that the Minister's title has changed from Minister of Indian Affairs and Northern Development, Federal Interlocutor for Métis and Non-Status Indians to Minister of Aboriginal Affairs and Northern Development."

Indian and Northern Affairs Canada and Canadian Polar Commission

2011-2012
Estimates

Report on Plans and Priorities

Canada

Table of Contents

Minister's Message 1

SECTION I – Departmental Overview. 3
Raison d'être and Responsibilities 3
INAC Strategic Outcomes and Program Activity Architecture (PAA) 2011-2012 6
Planning Summary 8
Contribution of INAC's Priorities to Strategic Outcomes 14
Operating Context 20
Risk Analysis 22
Expenditure Profile 23
Estimates by Vote 25

SECTION II – Analysis of Program Activities by Strategic Outcomes 26
The Government 26
The People 31
The Land and Economy 37
The North. 43
Office of the Federal Interlocutor. 48
Internal Services 52
Canadian Polar Commission. 54

SECTION III – Supplementary Information 56
Financial Highlights 56
Supplementary Information Tables 57

SECTION IV – Other Information: Sustainable Development 58

Contacts for Further Information. 59

Minister's Message

On behalf of Indian and Northern Affairs Canada (INAC) and the Canadian Polar Commission, I am pleased to present to Parliament and Canadians the *Report on Plans and Priorities* for 2011-2012.

The Government of Canada is committed to working with partners to set realistic goals that will help to improve the quality of life for residents of First Nation, Métis, Inuit and northern communities. By developing strong partnerships at all levels – whether it is with individuals and communities, other levels of government, non-profit organizations or the private sector – we can ensure that voices are heard and that there is opportunity to participate in decision-making.

In 2011-2012, we will work in partnership with First Nation organizations to develop options for improving elementary and secondary education outcomes for children who live on reserve. We will also engage with others to explore potential improvements to access to post-secondary education.

In terms of social development, we will continue to work with First Nations and provincial partners to implement an enhanced prevention-focused approach to child and family services. Increasing access to these services will provide the help needed to prevent the types of crisis that lead to intervention and family breakdown.

INAC will pursue its commitments to improving economic development and sustainability. The Department remains dedicated to supporting First Nation communities in managing reserve lands, resources and the environment under the *First Nations Land Management Act* and we will continue to provide the necessary tools to help achieve this objective.

INAC will also continue to work collaboratively with other departments, stakeholders and partners to stimulate Aboriginal economic development to improve Aboriginal skills and training, and to build better water and wastewater systems, housing, schools and other infrastructure.

Our Government also recognizes the vast opportunities that the North has to offer. We remain committed to helping Northerners realize their true potential in a healthy, prosperous and secure region within Canada. We will continue to implement the Northern Strategy, focusing on Arctic sovereignty, science, the environment, and social and economic development.

I am proud of the collaborative efforts being made to enrich the lives of Aboriginal peoples and those living in the North. With continued commitment and determination, we can move forward with confidence to find solutions that will bring tangible results to the individuals and communities that we serve.

The Honourable John Duncan, PC, MP
Minister of Indian Affairs and Northern Development,
Federal Interlocutor for Métis and Non-Status Indians

Raison d'être and Responsibilities

Indian and Northern Affairs Canada (INAC) supports Aboriginal peoples (First Nations, Inuit and Métis) and Northerners in their efforts to:

- improve social well-being and economic prosperity;
- develop healthier, more sustainable communities; and
- participate more fully in Canada's political, social and economic development – to the benefit of all Canadians.

INAC is the federal department primarily responsible for meeting the Government of Canada's obligations and commitments to First Nations, Inuit and Métis, and for fulfilling the federal government's constitutional responsibilities in the North. INAC's overall mandate[1] and wide-ranging responsibilities are shaped by centuries of history, and unique demographic and geographic challenges. It derives from the Canadian Constitution, the *Indian Act*, the *Department of Indian Affairs and Northern Development Act*, territorial Acts, treaties, comprehensive claims and self-government agreements as well as various other statutes affecting Aboriginal people and the North.

Most of the Department's programs, representing a majority of its spending, are delivered through partnerships with Aboriginal communities and federal–provincial or federal–territorial agreements. INAC also works with urban Aboriginal people, Métis and non-status Indians (many of whom live in rural areas) through the Office of the Federal Interlocutor.[2] INAC is one of 34 federal departments and agencies delivering Aboriginal and northern programs and services.

Indian and Inuit Affairs

INAC's responsibilities for Indian and Inuit Affairs include:

- promoting improved education for Aboriginal people;
- negotiating claims and self-government agreements with Aboriginal communities, and overseeing the implementation of settled claims on behalf of the federal government;
- facilitating economic development opportunities for Aboriginal individuals, communities and businesses;
- funding the delivery of provincial-type services such as education, housing, community infrastructure and social support to Status Indians on reserves;
- addressing and resolving issues that arise from the legacy of Indian residential schools;
- liaising effectively between the Government of Canada and Inuit governments and organizations in the implementation of policies and delivery of services; and
- fulfilling duties prescribed by the *Indian Act*, including managing Indian reserve lands and financial resources belonging to First Nation communities, and approving or rejecting bylaws in First Nation communities.

[1] For INAC's mandate, please see http://www.ainc-inac.gc.ca/ai/arp/mrr-eng.asp.
[2] For more information on the Office of the Federal Interlocutor (OFI), please see http://www.ainc-inac.gc.ca/ai/ofi/index-eng.asp.

Office of the Federal Interlocutor

The mandate of the Office of the Federal Interlocutor (OFI) derives from an Order in Council providing authority to the Minister to act as the federal government's primary interlocutor for Métis, non-status Indians and urban Aboriginal people. The Office of the Federal Interlocutor maintains and strengthens the Government of Canada's relations with organizations representing these groups.

Northern Development

The Northern Development mandate derives from statutes enacted in the late 1960s and early 1970s, including the *Department of Indian Affairs and Northern Development Act*, 1970; from statutes enacting modern treaties north of 60°, such as the *Nunavut Land Claims Agreement Act*, or self-government agreements, such as the *Yukon First Nations Self-Government Act*; and from statutes dealing with environmental or resource management. Statutes that enact the devolution of services and responsibilities from INAC to territorial governments, such as the *Canada–Yukon Oil and Gas Accord Implementation Act*, also serve to frame the mandate.

This makes INAC the lead federal department for two-fifths of Canada's land mass, with a direct role in the political and economic development of the territories, and significant responsibilities for resource, land and environmental management. In the North, the territorial governments generally provide the majority of programs and services to all Northerners, including Aboriginal people.

INAC's responsibilities for Northern Development include:

- promoting political and economic development in Yukon, the Northwest Territories and Nunavut;
- negotiating the transfer of federal responsibilities for land and resource management to the territorial governments;
- managing the resources, land and environment of the North in places where federal responsibilities have not been transferred to territorial governments;
- co-ordinating initiatives, such as managing contaminated sites and subsidizing the cost of nutritious perishable food;
- advancing circumpolar interests, such as Canada's Arctic sovereignty, climate change adaptation and environmental protection, Canadian representation at circumpolar forums, and scientific research related to the North; and
- implementing INAC's legal obligations arising from treaties and land claim agreements.

INAC will continue to lead and co-ordinate federal efforts and partnerships under the government's integrated Northern Strategy, as well as to implement its related initiatives, such as the Canadian High Arctic Research Station. Sustainable economic development, an improved regulatory system, environmental protection, and making the most of the tremendous potential of the land and people of the North will contribute to increased employment and prosperity among Northerners. The Canadian Northern Economic Development Agency,[3] which provides integrated business services north of 60°, is a key contributor to achieving the goals of the Northern Strategy.[4]

[3] For information on the Canadian Northern Economic Development Agency, please see http://www.cannor.gc.ca/index-eng.asp.

[4] For more information on the Northern Strategy, please see http://www.northernstrategy.ca

The **Canadian Polar Commission**,[5] a relatively small separate agency, also supports polar research through its broad mandate, which relates to the development, promotion and dissemination of knowledge of the polar regions. It carries out this mandate by co-operating with organizations, institutions and associations, in Canada and elsewhere, to undertake, support, and publish studies, recognize achievements and promote polar research and its application in Canada, report on polar issues and the state of polar knowledge, and initiate and support conferences, seminars, and meetings.

INAC's Contribution to the Federal Sustainable Development Strategy

INAC is a participant in the Federal Sustainable Development Strategy (FSDS). The FSDS represents a major step forward for the Government of Canada as it links environmental sustainability and strategic environmental assessment with decision-making processes. INAC's contributions are explained in sections II, III and IV and are tagged according to the theme they are associated with by the icons in the legend below the Program Activity Architecture.

- For additional details on INAC's activities that support sustainable development, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp. For complete details on the FSDS, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

[5] For information on the Canadian Polar Commission, please see http://www.polarcom.gc.ca.

INAC Strategic Outcomes and Program Activity Architecture (PAA) 2011-2012

The Government

Good governance and co-operative relationships for First Nations, Inuit and Northerners

Governance and Institutions of Government
First Nation Governments
Institutions and organizations

Co-operative Relationships
Negotiations of Claims and Self-Government
Specific Claims
Inuit Relations
Consultation and Engagement

Treaty Management
Implementation of Modern-treaty Obligations
Management of Treaty Relationships
Management of Other Negotiated Settlements

The People

Individual, family and community well-being for First Nations and Inuit

Education
Elementary and Secondary Education
First Nation and Inuit Youth Employment Strategy
Post-Secondary Education
Cultural Education Centres

Social Development
Income Assistance
National Child Benefit Reinvestment
Assisted Living
First Nations Child and Family Services
Family Violence Prevention

Managing Individual Affairs
Registration and Membership
Management of Moneys
Estate Management
Treaty Annuities

Residential Schools Resolution
Common Experience Payments
Independent Assessment Process
Commemoration
Support to the Truth and Reconciliation Commission

The Land and Economy

Full participation of First Nations, Inuit and Métis individuals and communities in the economy

Aboriginal Economic Development
Aboriginal Entrepreneurship
Activation of Community Assets
Strategic Federal Investments and Partnerships

Federal Administration of Reserve Land
Additions to Reserve
Registration of Rights and Interests in Reserve Lands
Clarity of Reserve Boundaries
Environmental Management

Community Infrastructure
Water and Wastewater Infrastructure
Education Facilities
Housing
Community Infrastructure Assets and Facilities
Renewable Energy and Energy Efficiency

The North

Self-reliance, prosperity and well-being for the people and communities of the North

Northern Governance and People
Political Development and inter-governmental Relations
Nutrition North
Climate Change Adaptation

Northern Science and Technology
Northern Contaminants
Science Initiatives

Northern Land, Resources and Environmental Management
Oil and Gas
Mines and Minerals
Contaminated Sites
Land and Water Management
Environmental Management

Office of the Federal Interlocutor

Socio-economic well-being of Métis, Non-Status Indians and urban Aboriginal People

Urban Aboriginal Strategy

Métis and Non-status Indian Organizational Capacity Development

Métis Rights Management

Internal Services

Governance and Management Support • Resource Management Services • Asset Management Services

Federal Sustainable Development Strategy Tag Legend

- Theme I: Addressing Climate Change and Air Quality
- Theme II: Maintaining Water Quality and Availability
- Theme III: Protecting Nature
- Theme IV: Shrinking the Environmental Footprint – Beginning with Government

INAC's Program Activity Architecture (PAA) Cross-walk from 2010-2011 to 2011-2012

The following changes were made to INAC's Program Activity Architecture:[6]

- **The Government:** The former Claims Settlement program activity (PA) has been reframed as the Treaty Management PA and groups together all treaty implementation activities. In addition, activities related to the negotiation and settling of self-government as well as comprehensive, specific and special claims have been reorganized under the Co-operative Relationships PA.
- **The People:** The former Residential School Agreement sub-activity (SA) has been reframed as a PA to better reflect the departmental focus on the delivery function of the Indian Residential Schools Settlement Agreement. Finally, the new strategic outcome (SO) statement was adjusted to reflect a community-level program focus, as well as to individuals and families.
- **The Land and Economy:** The Land and The Economy SOs have been merged into a single SO, entitled The Land and Economy. This merger is designed to better reflect the expected results of the Federal Framework for Aboriginal Economic Development, which gives emphasis to the relationship between land management and economic development and advancement. This emphasis is also reflected in the new SO statement.
- **The North:** The logic relationships were strengthened and made more precise for the PAs under the North SO. They have been reorganized and reframed as the Northern Governance and People, Northern Science and Technology and Northern Land, Resources and Environmental Management. These better reflect the representation of science programming and the role of the Northern Strategy in relation to sustainable land and resource management. The former Northern Economy PA has been removed as a result of the transfer of programming to the Canadian Northern Economic Development Agency in August 2009. The SO statement was also modified to reflect these adjustments.
- **Office of the Federal Interlocutor:** No changes were made for 2011-2012.

[6] For a detailed financial crosswalk, please see http://www.ainc-inac.gc.ca/ai/arp/es/1112/rpp/paa-aap-eng.asp.

Planning Summary

	Financial Resources ($ millions)			Human Resources (FTEs)*		
	2011-2012	2012-2013	2013-2014	2011-2012	2012-2013	2013-2014
Indian and Northern Affairs Canada	7,418.4	6,986.1	6,807.4	5,353	4,924	4,583
Canadian Polar Commission	1.0	1.0	1.0	5	5	5

* FTEs: full-time equivalents. An FTE is a measurement equal to a person working a full-time work schedule for one year, which includes the combined hours (including overtime) of all individuals who have or are working within the Department during a fiscal year (includes all employees with indeterminate, term and casual employee status, but does not include students).

Indian and Northern Affairs Canada

The Government:
Good governance and co-operative relationships for First Nations, Inuit and Northerners

Performance Indicator:
Labour force and income components of the Community Well-Being Index

Program Activity*	Forecast Spending ($ millions) 2010-2011	Planned Spending ($ millions) 2011-2012	2012-2013	2013-2014	Alignment to Government of Canada Outcomes
Governance and Institutions of Government	449.5	434.9	435.0	435.2	A diverse society that promotes linguistic duality and social inclusion
Co-operative Relationships	837.9	478.9	471.3	448.1	
Treaty Management	643.0	711.3	675.2	679.4	Strong economic growth
Total	1,930.4	1,625.0	1,581.6	1,562.7	

Due to rounding, figures may not add to totals shown.

* For all program activity descriptions included in the next planning summary tables, please see the Main Estimates at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

Governance and Institutions of Government: The 2010-2011 forecast includes additional funding reallocated through Supplementary Estimates, notably for members of the new Peerless Trout Reserve.

Co-operative Relationships: The 2010-2011 forecast includes additional funding provided through the Supplementary Estimates for specific claims settlements and to settle the Treaty Land Entitlement specific claims submitted by the Bigstone Cree Nation. Future-year planned spending primarily reflects the approved funding profile for treaty-related measures and Canada's action plan on accelerating the resolution of specific claims, and does not reflect potential funding through future Supplementary Estimates.

Treaty Management: Primarily reflects changes in the approved funding profiles for the implementation of agreements for the Maa-nulth First Nations, Yukon First Nations, Labrador Inuit, Nunavik Inuit and the Eeyou Marine Region.

The People: Individual, family and community well-being for First Nations and Inuit					
Performance Indicator: Community Well-Being Index for First Nations and Inuit					
Program Activity*	**Forecast Spending ($ millions) 2010-2011**	**Planned Spending ($ millions) 2011-2012**	**2012-2013**	**2013-2014**	**Alignment to Government of Canada Outcomes**
Education	1,637.0	1,657.2	1,684.2	1,704.0	A diverse society that promotes linguistic duality and social inclusion
Social Development	1,627.1	1,565.5	1,601.6	1,646.7	
Managing Individual Affairs	29.1	27.4	27.3	22.1	
Residential Schools Resolution	581.9	391.1	158.9	—	
Total	3,875.2	3,641.3	3,472.0	3,372.8	

Due to rounding, figures may not add to totals shown.

Education: The 2010-2011 forecast includes additional resources for education programming (reallocated during the year primarily from the Community Infrastructure program activity under the Land and Economy strategic outcome). The future year funding profile primarily reflects ongoing increased demand for education programs, as well as incremental funding to support the implementation of new accountability initiatives and tripartite partnership initiatives for First Nation education.

Social Development: The 2010-2011 forecast includes additional resources for social development programming (reallocated during the year primarily from the Community Infrastructure program activity). The future year funding profile primarily reflects ongoing increased demand for social development programs, as well as changes in the approved funding profiles for First Nations Child and Family Services (Budget 2010) and the Family Violence Prevention Program (Budget 2006).

Managing Individual Affairs: Future-year planned spending primarily reflects changes in the approved funding profile for the Certificate of Indian Status, as well as funding provided for Indian registration administration for eligible Mi'kmaq of Newfoundland and for applicants under the *Gender Equity in Indian Registration Act*.

Residential Schools Resolution: Future-year planned spending primarily reflects changes in the approved funding profile to support the federal government's obligations resulting from the Indian Residential Schools Settlement Agreement which sunsets in 2013-2014.

The Land and Economy: Full participation of First Nations, Inuit and Métis individuals and communities in the economy					
Performance Indicator: Labour force and income data					
	Forecast Spending ($ millions)	**Planned Spending ($ millions)**			
Program Activity*	**2010-2011**	**2011-2012**	**2012-2013**	**2013-2014**	**Alignment to Government of Canada Outcomes**
Aboriginal Economic Development	241.8	252.3	252.7	252.7	Strong economic growth
Federal Administration of Reserve Land	131.5	37.8	33.1	33.1	A clean and healthy environment
Community Infrastructure	1,268.3	1,212.2	1,028.9	993.5	Strong economic growth
Total	1,641.5	1,502.3	1,314.7	1,279.3	

Due to rounding, figures may not add to totals shown.

Aboriginal Economic Development: The 2010-2011 forecast includes additional funding provided through Supplementary Estimates for the First Nations Finance Authority to enhance the Authority's credit rating and reallocations to address demands in other program areas.

Federal Administration of Reserve Land: The 2010-2011 forecast includes additional resources reallocated for environmental management and additional funding provided through Supplementary Estimates to address urgent health and safety pressures for First Nation communities. The future year profile reflects changes in the approved funding profile for the implementation of treaty land entitlement claims in Saskatchewan and the sunset (in 2011-2012) of funding for the Federal Contaminated Sites Action Plan.

Community Infrastructure: The 2010-2011 forecast reflects reallocations during the year to address pressures in other program activities (notably Education and Social Development); future-year planned spending does not reflect these in-year reallocations. The future year funding profile primarily reflects changes in the approved funding profile for the First Nation Infrastructure Fund (sunsets in 2013-2014) and the sunset (in 2012-2013) of funding for the First Nations Water and Wastewater Action Plan (Budget 2010) as well as the sunset (in 2011-2012) of approved funding for investments in First Nations infrastructure and housing provided pursuant to Canada's Economic Action Plan.

The North:
Self-reliance, prosperity and well-being for the people and communities of the North

Performance Indicator:
Labour force and income components of the Community Well-Being Index for the North

Program Activity*	Forecast Spending ($ millions) 2010-2011	Planned Spending ($ millions) 2011-2012	2012-2013	2013-2014	Alignment to Government of Canada Outcomes
Northern Governance and People	128.9	120.7	120.0	121.0	Healthy Canadians
Northern Science and Technology	59.3	13.6	12.4	13.6	An innovative and knowledge-based economy
Northern Land, Resources and Environmental Management	217.9	88.8	74.9	69.8	A clean and healthy environment
Total	406.1	223.0	207.3	204.3	

Due to rounding, figures may not add to totals shown.

Northern Governance and People: The 2010-2011 forecast includes additional resources reallocated to subsidize the shipment of food to isolated northern communities. Future-year planned spending primarily reflects changes in the approved funding profile to support the Government of Nunavut's efforts to strengthen its financial management, practices and systems, as well as the sunset (in 2011-2012) of funding for initiatives in support of Canada's Clean Air Agenda.

Northern Science and Technology: Future-year planned spending primarily reflects changes in the approved funding profile for International Polar Year (sunsets in 2012-2013), as well as the sunset (in 2011-2012) of funding for the Arctic Research Infrastructure Fund and the feasibility study for the Canadian High Arctic Research Station provided under Canada's Economic Action Plan.

Northern Land, Resources and Environmental Management: Future-year planned spending primarily reflects the sunset (in 2011-2012) of the Federal Contaminated Sites Action Plan and changes in the approved profile for improving the regulatory regime and environmental monitoring in the North, as well as the sunset (in 2012-13) of funding provided for diamond valuation.

Office of the Federal Interlocutor:
Socio-economic well-being of Métis, non-status Indians and urban Aboriginal people

Performance Indicators:
Average per capita income of Métis and non-status Indians (MNSI) and urban Aboriginal people
Highest level of educational attainment for MNSI and urban Aboriginal people
Employment rate for MNSI and urban Aboriginal people

Program Activity*	Forecast Spending ($ millions) 2010-2011	Planned Spending ($ millions) 2011-2012	2012-2013	2013-2014	Alignment to Government of Canada Outcomes
Urban Aboriginal Strategy	14.0	13.5	–	–	Income security and employment for Canadians
Métis and non-status Indian Organizational Capacity Development	14.7	16.1	16.1	16.1	A diverse society that promotes linguistic duality and social inclusion
Métis Rights Management	11.9	11.9	11.9	11.9	
Total	40.6	41.5	28.0	28.0	

Due to rounding, figures may not add to totals shown.

Urban Aboriginal Strategy: Future-year planned spending reflects the sunset (in 2012-2013) of funding for the Urban Aboriginal Strategy.

Métis and Non-Status Indian Organizational Capacity Development: The increase in 2011-2012 reflects funding provided to meet new demands in regards to the increase in the MNSI population and capacity needs and to implement departmental priorities and expectations.

Program Activity: Internal Services

Program Activity*	Forecast Spending ($ millions) 2010-2011	Planned Spending ($ millions) 2011-2012	2012-2013	2013-2014
Total	439.0	385.2	382.6	360.3

Internal Services: The 2010-2011 forecast includes additional funding provided for a large out-of-court settlement and the operating budget carry-forward. Changes in future-year planned spending reflect changes in the approved funding profiles for an out-of-court settlement, for informatics enhancements, and for the sunset (in 2013-2014) of funding for administration to support the federal government's obligations resulting from the Indian Residential Schools Settlement Agreement.

Canadian Polar Commission

Canadian Polar Commission: **Increased Canadian polar knowledge**					
Performance Indicator: Performance indicator to be developed by the Canadian Polar Commission					
Program Activity*	**Forecast Spending ($ millions) 2010-2011**	**Planned Spending ($ millions)**			**Alignment to Government of Canada Outcomes**
		2011-2012	**2012-2013**	**2013-2014**	
Research Facilitation and Communication	0.8	0.8	0.8	0.8	A clean and healthy environment
Internal Services	0.2	0.2	0.2	0.2	N/A
Total	1.0	1.0	1.0	1.0	

Due to rounding, figures may not add to totals shown.

Contribution of INAC's Priorities to Strategic Outcomes

The Department has established eight ongoing priorities and two new priorities for the 2011-2012 planning period. The priorities are grouped into three themes "Transforming for Improved Results," "Improving Partnerships and Relationships," and "Managing Resources Effectively." This section describes the priorities and the plans on which INAC will focus in the coming year and beyond.

Transforming for Improved Results

Strengthening and Reforming Education	
Type: Ongoing	
Link to Strategic Outcome: The People Office of the Federal Interlocutor	**Description:** Strengthened and reformed education programs will support First Nations in developing an education system that encourages students to stay in school, graduate and acquire the skills they need to enter the labour market. Additionally, working with provinces will encourage Aboriginal students to complete school. This will establish the foundation for healthy, thriving and self-sufficient individuals. **Plans for meeting the priority:** • Move forward on the implementation of the First Nation Student Success Program, Education Partnerships Program and the Education Information System. • Work with First Nation groups and other willing partners to develop options, including new legislation, to improve the governance framework and clarify accountability for First Nation elementary and secondary education. • Explore a new approach to providing support to First Nation and Inuit post-secondary students that is effective, accountable and co-ordinated with other federal student support programs. • Support implementation-ready tripartite education agreements with provinces and First Nations. • Continue to find innovative approaches to work collaboratively with provinces to increase education outcomes for Aboriginal learners.

Empowering Citizens	
Type: Ongoing	
Link to Strategic Outcome: The People Office of the Federal Interlocutor	**Description:** Improved social programs and policies will emphasize prevention, protection and active measures that support employment readiness so that First Nation men, women and children are stable and safe, and can respond to opportunities. **Plans for meeting the priority:** • With a focus on youth, increase access to active measures to facilitate transition to the labour market through partnerships, improved program alignment and development of effective service delivery models. • Increase access to culturally appropriate prevention and protection services and supports for First Nation children and families on reserves. • Continue making progress with federal, provincial and First Nations partners on the federal response to Jordan's principle, a child-first approach to children with disabilities needing care from multiple service providers.

Improving Economic Development and Sustainability	
Type: Ongoing	
Link to Strategic Outcome: The Land and Economy Office of the Federal Interlocutor	**Description:** Improved economic development and sustainability will facilitate increased Aboriginal participation in the Canadian economy. INAC will continue to move forward with the Federal Framework for Aboriginal Economic Development. **Plans for meeting the priority:** • Strengthen Aboriginal entrepreneurship by addressing legislative and regulatory barriers and enhancing access to capital, procurement opportunities, and entrepreneurial capacity. • Enhance the value of Aboriginal assets through consolidating and modernizing land management regimes and strengthening community capacity for economic development planning. • Forge new and effective partnerships by directing willing partners to economic opportunities and supporting Aboriginal institutional capacity. • Focus the role of the federal government through improved co-ordination across federal departments by increasing linkages and whole-of-government engagement for economic opportunities. • Continue to work with Human Resources and Skills Development Canada (HRSDC) in developing Aboriginal human capital. • Increase economic development capacity within Métis and non-status Indian organizations by implementing multilateral economic development strategies, including bilateral and tripartite strategies.

Sustaining the Momentum of the Northern Strategy	
Type: Ongoing	
Link to Strategic Outcome: The North	**Description:** INAC will lead and co-ordinate the efforts of federal departments and agencies in delivering the Government of Canada's integrated Northern Strategy. **Plans for meeting the priority:** • Implement Nutrition North Canada. • Implement the Action Plan to Improve Northern Regulatory Regimes. • Develop an Arctic science agenda including plans to create the Canadian High Arctic Research Station. • Advance plans for the April 2012 International Polar Year Conference "From Knowledge to Action". • Advance devolution in the Northwest Territories and Nunavut.

Improving Partnerships and Relationships

Facilitating Community Development and Capacity	
Type: New	
Link to Strategic Outcome: The Government Office of the Federal Interlocutor	**Description:** First Nation and Inuit communities that are at differing stages of development will make measurable progress toward self-reliance. **Plans for meeting the priority:** • Renovate INAC's programs and policies to increasingly move away from national, one-size-fits-all approaches to becoming more responsive to differentiated First Nation and Inuit community realities. • Implement tools and measurement strategies to support community planning and capacity development (General and Readiness assessment tools, Governance Capacity Planning Tool, management action plans). • Support improved community capacity and accountability through: community-based planning; strategic capacity investments; harmonized funding agreements with Health Canada and other government departments; and supporting Internet-based reporting to citizens. • Implement a new Default Prevention and Management Policy to replace the current Intervention Policy to further decrease funding agreement defaults, build community capacity and sustain community development. • Increase organizational planning and economic development capacity within Métis and non-status Indian organizations. • Continue to support First Nation communities in building and maintaining a base of infrastructure by developing long-term strategies and alternative approaches to the delivery and servicing of public infrastructure on reserves.

Increasing Partnering to Ensure Programs are More Responsive	
Type: New	
Link to Strategic Outcome: The Government The People The Land and Economy The North Office of the Federal Interlocutor Internal Services	**Description:** The Department will seek to both create and act on opportunities to work with willing and able partners. Doing so allows the Department to use the expertise and resources of its partners to achieve common objectives and goals. **Plans for meeting the priority:** • Move forward on INAC's International Strategy to project Canada's interests and take better advantage of the experiences of other countries. • Implement tripartite approaches for education, child and family services and income assistance in additional jurisdictions to further draw on provincial expertise to work toward comparable services and comparable results for Aboriginal people. • Continue to implement the Strategic Partnerships Initiative, under the Federal Framework for Aboriginal Economic Development, to make the most of partnerships in key economic sectors. • Pursue a partnership-based approach to capacity development, drawing on the strengths and expertise of a number of partners to build stronger governance capacity within First Nation communities and Métis and non-status Indian organizations. • Enhance collaboration with federal, provincial and municipal governments, post-secondary institutions, Aboriginal organizations, and the private and non-profit sectors.

Negotiating and Implementing Claims and Self-Government Agreements	
Type: Ongoing	
Link to Strategic Outcome: The Government	**Description:** By negotiating and implementing comprehensive claims, specific claims, special claims and self-government agreements, the federal government will address historic and modern claims; strengthen relationships between Aboriginal groups and all levels of government; support capable and accountable Aboriginal governments; and provide clarity over the use, management and ownership of lands and resources. **Plans for meeting the priority:** • Continue to negotiate claims and self-government agreements. • Continue to resolve specific claims. • Continue to implement Canada's legal obligations, arising from treaties and self-government agreements, and to manage relationships with signatory groups, and provincial and territorial governments. • Continue policy development work to facilitate relationships with Aboriginal groups and address Aboriginal rights effectively under section 35 of the *Constitution Act*, 1982.

Implementing Reconciliation	
Type: Ongoing	
Link to Strategic Outcome: The People	**Description:** Progress will continue on the Government of Canada's commitment to support healing and reconciliation with residential school survivors and their communities. INAC is implementing the court-ordered Indian Residential Schools Settlement Agreement on behalf of the Government of Canada. In addition, the Government of Canada is identifying opportunities to promote and implement meaningful gestures of reconciliation, where appropriate. **Plans for meeting the priority:** Meet federal obligations and commitments by: • effectively administering the common experience payments (CEPs) and the independent assessment process • Engaging in commemoration activities; • Supporting the work of the Truth and Reconciliation Commission; • Implementing and funding other elements of the Indian Residential Schools Settlement Agreement (e.g., Aboriginal Healing Foundation, Notice Plan, CEP Trust Remainder); and • Working in collaboration with First Nations to repeal sections of the *Indian Act* that provide the authority to establish Indian Residential Schools and remove children from their homes and communities.

Managing Resources Effectively

Implementing the New Policy on Transfer Payments to Improve the Management of Funding Relationships	
Type: Ongoing	
Link to Strategic Outcome: The Government The People The Land and Economy The North Office of the Federal Interlocutor Internal Services	**Description:** The goal is to transform the Department's transfer payment design, delivery and management systems to make them more recipient-focused, and reduce reporting burden while supporting policy objectives and sound management practices. **Plans for meeting the priority:** • Focus effort on: developing risk management approaches, improving internal co-ordination and harmonizing administrative instruments. • Implement the Treasury Board Secretariat Policy on Transfer Payments, as of April 1, 2011. • Make administrative changes necessary to reduce reporting burden by consolidating reports and modernizing the Indian Government Support Programs database.

Implementing the Public Service Renewal Action Plan	
Type: Ongoing	
Link to Strategic Outcome: Internal Services	**Description:** INAC's continuing progress on the Public Service Renewal Action Plan will address challenges facing the Public Service overall, while preserving and strengthening capacity to provide high-quality service to Canadians and policy advice to government. **Plans for meeting the priority:** • Improve integrated planning and resource alignment. • Engage in talent recruitment. • Promote employee development. • Promote workplace well-being

Operating context

INAC faces many challenges and opportunities as it strives to deliver its mandate and contribute to the achievement of the Government of Canada's outcomes. The Department's legal and operating environments are complex and continually evolving. INAC delivers or funds programs and services to diverse groups of people (First Nations, Inuit, Métis and Northerners) who have varied and distinct priorities and needs, and who live in a vast range of communities throughout the country — from remote settlements with extreme climates to metropolitan urban areas. Most of INAC's services are delivered through partnerships with Aboriginal communities, the provinces and territories, Aboriginal organizations, and organizations in the North. INAC's success is therefore highly dependent on strong and productive relationships and partnerships.

On behalf of the Government of Canada, INAC is also the lead department responsible for the negotiation and implementation of self-government and land claims agreements. The significance of comprehensive land claims agreements (CLCAs) and self-government agreements (SGAs) to Canada's political, cultural and socio-economic landscape cannot be overstated. CLCAs and SGAs are legally binding agreements. As a result, the rights and obligations of the signatories - Canada, Aboriginal signatories, and provincial-territorial governments - contained in the agreements are given important legislative recognition and are legally enforceable. The agreements are given further legal effect through implementing legislation, and many are also constitutionally protected under section 35 of the *Constitution Act*, 1982.

Furthermore, the North is particularly rich in both challenges and opportunities. For instance, the Arctic region's natural resources are becoming better known, more accessible and more economically feasible to develop. At the same time, this development is raising considerable concern, at home and abroad, about potential negative environmental damage and impacts to traditional lifestyles. Another example is climate change — Northerners are already experiencing some negative impacts such as infrastructure damage and changes in species' behaviour. At the same time, changing ice conditions may lead to an increase in marine traffic and generate new opportunities for Northerners.

INAC's responsibilities are shaped by unique demographic and geographic challenges,[7] as well as centuries of Canadian history. At the same time, the nation's changing social, economic and political landscape strongly influences INAC's priorities, performance and delivery of services. A key factor in Canada's changing demographic landscape is the increasing Aboriginal population, which is young and growing at twice the rate of the Canadian population overall. While this growth brings the challenge of ever-increasing demands for services — Aboriginal people in Canada continue to have lower levels of education, poorer health and quality of life, and higher levels of unemployment than Canadians overall — it also presents an unprecedented opportunity to harness the potential of capable, educated Aboriginal youth

[7] For a detailed profile of Canada's Aboriginal population based on the 2006 census, please see http://www.ainc-inac.gc.ca/ai/arp/es/1112/rpp/dem-eng.asp. Note however that the profile is based on the latest statistical information available.

to fill crucial labour shortages now and in the future. In addition, the Department requires an integrated set of plans, policies and programs to foster and build on the economic advancements resulting from the increasing employment opportunities and wealth that is being created by Aboriginal businesses and communities.

Supreme Court and other court rulings on Aboriginal and treaty rights also continue to have a major impact on INAC's mandate and the way the Department works to fulfil the Crown's legal obligations. Canada's historic relationship with Aboriginal peoples and the ongoing refinement of constitutional concepts and questions add to the complexity of litigation, as well as expose the Government of Canada to landmark court decisions and significant financial liabilities.

Risk Analysis

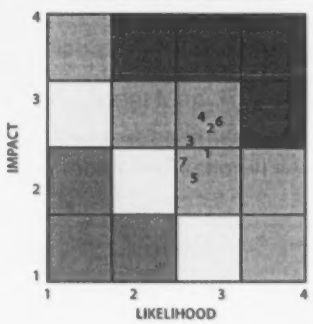
INAC's operating environment includes a range of risks and challenges. The greatest risk that affects Canada as a whole is that Aboriginal people and Northerners will not benefit from the same quality of life as other Canadians. With this in mind, INAC uses risk management practices to guide priority setting and planning, policy development, and program design and delivery.

INAC manages strategic risks at a corporate level and within each strategic outcome. At a corporate level, one of INAC's risk mitigation strategies is to be more responsive to the diversity of circumstances among Aboriginal groups and regions. This includes, for example, using more tripartite-based approaches that strengthen Aboriginal and government relationships. Another strategy is the creation of a community development approach that takes into account the varying sizes, resources and levels of political evolution of First Nations.

INAC's corporate risks are listed in the adjacent table. These corporate risks were assessed by senior management for their likelihood of occurrence and their potential impact relative to the mandate if they were to occur. The results of this risk assessment are plotted on the Risk Heat Map. Risks for program activities are identified in the PA planning tables in Section II.

Risk Name	Risk Event: *There is a risk that...*
Management and Accountability Risks	
1. Human Resource Capacity and Capabilities	INAC will not be able to attract, recruit and retain sufficiently qualified, experienced and representative human resources in a timely manner.
2. Information for Decision-making	INAC will not make sufficient progress to improve access to timely, pertinent,consistent and accurate information to support planning, resource allocation and programming decisions, monitoring/oversight, and to fulfil accountability, legal and statutory obligations.
3. Implementation	INAC will not be able to create or maintain the necessary systems, management practices and governance rigour to be successful in implementing programs and initiatives.
4. Resource Alignment	INAC's resources will not be well aligned to support the effective and efficient delivery of its mandate.
Relationships and Partnerships Risks	
5. Government Partnership	INAC and its federal government partners will not effectively and efficiently collaborate in the development and delivery of policies and programs.
6. Aboriginal Relationship	INAC will not build and sustain strong, productive and respectful relationships with Aboriginal people, communities and organizations to contribute to the delivery of its mandate.
7. External Partnership	INAC, provinces, territories, local governments, industry, academia and non-governmental organizations will not effectively and efficiently partner to contribute to the delivery of INAC's mandate.
8. Legal	INAC will not be able to effectively and efficiently plan for, or respond to, legal risks that affect the activities of the Department.

2010 Risk Assessment

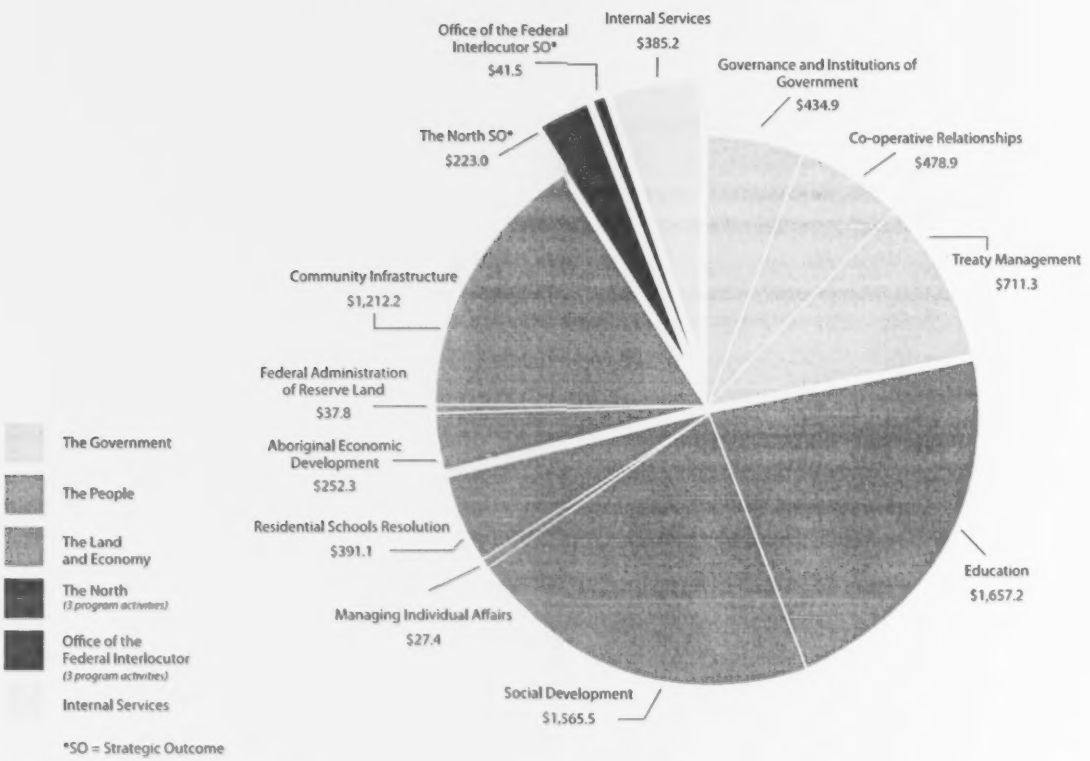


Expenditure Profile

Planned Spending Breakdown

The department's 2011-2012 planned spending is $7.4 billion, of which $7.0 billion is captured by five strategic outcomes (covering 16 program activities), with the remaining $0.4 billion for the Internal Services program activity which supports all the strategic outcomes. It should be noted that The People strategic outcome makes up the largest portion of the funding ($3.6 billion or 49%) and includes the two largest program activities, Education and Social Development with funding at $1.7 billion and $1.6 billion, respectively. The Government strategic outcome accounts for a further 22% (or $1.6 billion) while The Land and Economy strategic outcome accounts for another 20% (or $1.5 billion). The remaining funding is allocated to The North and the Office of the Federal Interlocutor strategic outcomes ($223 million and $42 million respectively). Refer to the pie chart for the departmental 2011-2012 planned spending by strategic outcome and program activity.

2011-2012 Planned Spending ($ millions)

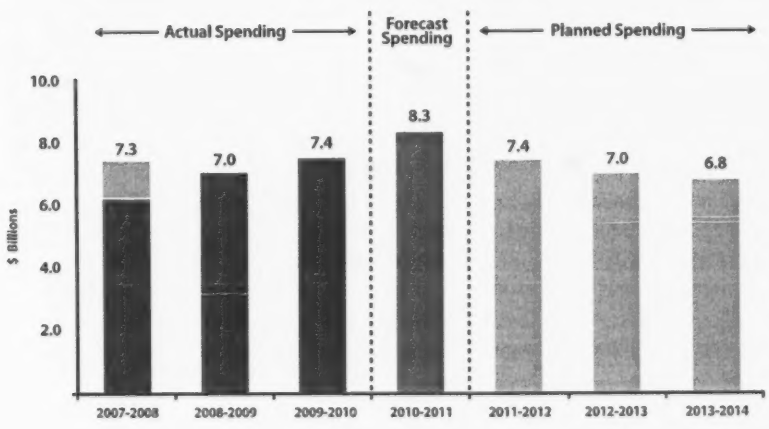


Over the period 2007-2008 to 2011-2012, planned spending will increase from about $6.2 billion (excluding the one time payment of $1.1 billion made to the Cree of Quebec in 2007-2008 to settle implementation issues for the James Bay and Northern Quebec Agreement) to $7.4 billion. This means that program spending has increased by about $1.2 billion over this period, reflecting the following:

- an increase in funding associated with the transfer to INAC of responsibility for the Office of Indian Residential Schools Resolution of Canada;
- an increase in funding provided to meet the demand for ongoing First Nation and Inuit programs and services;
- an increase in funding for accelerating the resolution of specific claims;
- an increase in funding provided in Budget 2008 for a new framework for economic development, enhancing education outcomes, and expanding First Nation child and family services;
- an increase in funding for the First Nation Infrastructure Fund to improve the quality of life and the environment for First Nations; and
- a reduction related to the sunset of funding provided for the Federal Contaminated Sites Action Plan.

Planned spending over the period from 2011-2012 to 2013-2014 diminishes primarily because of reductions related to the sunset of targeted funding. This includes the sunsetting of the First Nation Infrastructure Fund and the First Nations Water and Wastewater Action Plan. Planned spending also reflects the target completion of the implementation of the Indian Residential Schools Settlement Agreement. Spending decreases also reflect changes in the approved funding profile for the negotiation, settlement and implementation of specific and comprehensive claims.

Spending Trend ($B)



Note:
Future settlements of claims and litigation will be added to planned spending levels through subsequent appropriations, typically through Supplementary Estimates. Similarly, decisions in future federal budgets may lead to additional appropriations.

* one time payment of $1.1 billion made to the Cree of Quebec

2011-2012 Main Estimates and Planned Spending

The 2011-2012 Main Estimates for the Department are approximately $7,368 million. In addition, it is expected that adjustments of at least $50 million will be included in the first round of 2011-2012 Supplementary Estimates, resulting in total planned spending of approximately $7,418 million.

	($ millions)
2011-2012 Main Estimates	7,368
Adjustments (planned spending not in Main Estimates)*	50
Total Planned Spending	7,418

* Major items include funding for a series of Yukon comprehensive land claim and self-government implementation initiatives, for improving the regulatory regime and environmental monitoring in the North, for the registration of applicants under the *Gender Equity in Indian Registration Act*, and for implementation of the Beaufort Regional Environmental Assessment.

Budget Restraint Measures

INAC will implement budget restraint measures through very close monitoring of expenditures, adjusting expenditures as necessary. This includes: (i) rigorous control over staffing, (ii) reduced travel by taking advantage of technology such as video conferencing as much as possible; and (iii) reduction of expenditures on discretionary professional services.

Estimates by Vote

For information on organizational votes and statutory expenditures, please see the 2011-2012 Main Estimates publication. An electronic version of the Main Estimates is available at http://www.tbs-sct.gc.ca/est-pre/2011-2012/me-bpd/info/info-eng.asp.

The Government

Good governance and co-operative relationships for First Nations, Inuit and Northerners

The activities under this strategic outcome enable and support good governance and effective institutions for First Nations and Inuit. Supporting program activities and initiatives enhance the accountability of First Nation and Inuit governments and their capacity to exercise core government functions. As collaborative efforts, these activities also build co-operative relationships among federal, provincial, territorial, First Nation and Inuit governments.

Benefits to Canadians

Capable and accountable First Nation and Inuit governments, supported by appropriate institutions, provide the foundation for First Nation people and Inuit to participate in the Canadian economy. Communities and governments demonstrating good governance are more likely to attract private sector investment, thus becoming more self-reliant and less dependent on government support.

The Government strategic outcome, through co-operative relationships, supports the consultation and engagement of First Nations and Inuit, the productivity of claims and self-government negotiations, and the achievement of settlements. Finalizing and implementing self-government agreements and land and other claims, including the resolution of historic grievances, responds to Canadians' desire to see all Canadians treated fairly and equitably. With these settlements, First Nations and Inuit can realize their goals of improving their communities' social and economic conditions, and making greater contributions to Canadian society and economy.

Program Activity: Governance and Institutions of Government

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	434.9	435.0	435.2
Human Resources (FTEs)	89	89	89

The efforts related to this program activity assist in achieving social and economic vibrancy in First Nation and Inuit communities. It supports individual community and aggregate-based governments and governance systems by assisting them to establish effective governance and associated capacities, processes and mechanisms (such as bylaw-making authority, election processes). In particular, support is provided to First Nation and Inuit governments as well as their respective institutions of government. These institutions include, but are not limited to, those that provide services in the areas of governance, land claim organizations and professional associations. This program activity also provides support to representative organizations with respect to policy legislation development.

Program Activity Expected Results	Performance Indicators	Targets
Capable and accountable First Nation governments and institutions	Percentage of First Nations operating with a community plan and/or a plan to develop governance capacity	50% by March 31, 2012
	Percentage of First Nations free of financial intervention as defined by the Department's Default Management Policy	70% by March 31, 2012
Key Strategic Risk: Policies and programs continue to treat all governments alike and fail to differentiate among challenged, developing and self-reliant communities.		

Planning Highlights

For 2011-2012, INAC will focus on implementing the new departmental priority of facilitating community development, which places a strong emphasis on governance capacity.

The Department will support First Nation organizations proposing legislative alternatives to the *Indian Act* by tabling electoral reform legislation. In addition, the Department will work with interested First Nation partners on alternatives to the current law-making provisions of the *Indian Act*. As a next step to the implementation of Bill C-3, the *Gender Equity in Indian Registration Act*, the Department will support Aboriginal organizations engaging in an exploratory dialogue on citizenship, membership and registration.

INAC will finalize the tabling of a report to Parliament on First Nation community readiness for the implementation of the *Canadian Human Rights Act*.

Finally, a review will be completed on the operations, provisions and institutions under the *First Nations Fiscal and Statistical Management Act*.

Program Activity: Co-operative Relationships

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	478.9	471.3	448.1
Human Resources (FTEs)	413	426	385

Year-over-year differences primarily reflect changes in the approved funding profile for treaty-related measures and Canada's action plan on accelerating the resolution of specific claims.

This program activity addresses constitutional and historic obligations, reduces conflict through negotiation, and enables all parties to work together toward reconciliation. Co-operative Relationships are about mutual respect. They establish an atmosphere of trust, accountability and respectful partnerships among governments, First Nations and Inuit. This atmosphere, in turn, supports social, economic and cultural growth in First Nation and Inuit communities and increases their self-reliance. Co-operative Relationships are the basis for mutually reached resolution of claims and other rights issues. Through Co-operative Relationships, funds are provided to First Nations and Inuit in support of the activities within the program activity including negotiation of claims and self-government agreements; and certainty is obtained over the ownership, use, and the management of land and resources. First Nations and Inuit are effectively represented in federal policy decisions and the Crown's duty to consult is supported. Funds are transferred to Aboriginal recipients through contributions and loans agreements. Funding levels are determined based on proposals submitted by the Aboriginal and are based on program guidelines and terms and conditions.

Program Activity Expected Results	**Performance Indicator**	**Target**
Relationships between parties based on trust, respect, understanding, shared responsibilities, accountability, rights and dialogue	Percentage of productive active negotiation tables	90% of active tables by March 31, 2012
Key Strategic Risk: Inability to foster engagement of First Nations, Inuit, stakeholders, provincial governments and/or other federal departments.		

Planning Highlights

Addressing claims and self-government is a complex undertaking involving various parts of INAC, other government departments, and provincial/territorial and Aboriginal partners. By continuing to negotiate and implement claims and self-government agreements, the federal government improves Aboriginal–Crown relations and provides Aboriginal groups with the opportunity to make meaningful changes in their communities.

In 2011-2012, INAC will continue to:

- implement direction on funding and principles to support Aboriginal self-government, including developing a formula for fiscal arrangements that is more consistent, predictable and provides a more efficient process for meeting Canada's obligations to comprehensive claims and self-governing Aboriginal groups;
- implement the Justice at Last initiative to speed up the settlement of specific claims and discharge outstanding lawful obligations through negotiation; and
- reinvigorate the British Columbia treaty process through policy and process improvements.

The Department will also:

- complete a second assessment of the impact of self-government agreements on Aboriginal communities to develop guidelines for providing policy support for federal negotiators; and
- provide strategic, policy and operational advice, training and support to all federal departments and agencies on the Crown's duty to consult with Aboriginal groups and make further progress on the Federal Action Plan on Aboriginal Consultation and Accommodation.

Through the Inuit Relations Secretariat, INAC will continue:

- working with Inuit youth organizations and Inuit governments (Nunatsiavut) on projects targeted to build capacity;
- supporting the development of stronger Inuit governance capacity generally, and supporting the Office of the Federal Interlocutor, in cities not designated as Urban Aboriginal Strategy sites, where there are significant Inuit populations;
- representing the federal interest in the Inuit Education strategy (overall initiative is being led by the Inuit Tapiriit Kanatami), which supports a strong emphasis on developing education systems based on an Inuit world view and culture, and the importance of a bilingual education (Inuktitut and either English or French); and
- fostering relationships of eligible Inuit organizations with the federal government, developing the capacity of these organizations to deliver programs and services, and offering support for improving their financial and electoral accountability through the Basic Organizational Capacity Program.

Program Activity: Treaty Management

By working in partnership, federal, provincial/territorial governments and Aboriginal parties are able to create and maintain the necessary structures to support ongoing and evolving relationships within a historical and modern context. Key activities include: the implementation of land claims and self-government agreements; special claims; comprehensive land claim transfers; Treaty Tables; and Treaty Commissions. The Treaty Commissions provide funds by way of contributions to recipients. Although all Canadians are expected to benefit from the settlement and implementation of Comprehensive Land Claim Agreements, the primary beneficiaries are expected to be First Nations and Inuit communities, who will be better able to articulate their interests, participate in land and resource development and management (where applicable), as well as demonstrate the importance of treaties and the treaty relationship between the Crown and Aboriginal people. Funds are provided to the beneficiaries in the form of grants as per settlement agreement.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	711.3	675.2	679.4
Human Resources (FTEs)	7	7	7

Year-over-year differences primarily reflect changes in the approved funding profiles for the implementation of agreements for the Maa-nulth First Nations, Yukon First Nations, Labrador Inuit, Nunavik Inuit and the Eeyou Marine Region.

Program Activity Expected Results	Performance Indicator	Target
Creation and maintenance of ongoing partnerships to support historical and modern treaty structures	Percentage of initiatives or structures established to support historical and modern treaty relationships	75% of initiatives or structures established and 75% of one-time obligations completed by March 31, 2012
Key Strategic Risk: Administrative and decision-making delays external to the Department.		

Planning Highlights

INAC will continue to renew, update and implement mandates, fiscal financing agreements, new treaties and self-government agreements, as well as develop supporting policy tools for treaty management activities with Aboriginal groups. The management of treaty relationships will also continue to focus on enhancing relationships between Canada and treaty First Nations.

The People

Individual, family and community well-being for First Nations and Inuit

People are at the heart of INAC's business and are central to the outcomes of all departmental programs and activities. In all areas, programs and policies, the Department works to support people as they improve the quality of their lives. All the specific programs under The People are dedicated to achieving a Canada where there is strengthened individual and family well-being for First Nations and Inuit.

Benefits to Canadians

Canada's economic and social well-being benefits from strong, self-reliant Aboriginal communities. Better educational outcomes contribute to individual and community well-being, increased labour force participation, social inclusion and improved socio-economic conditions. Effective social services in First Nation communities support individual and family self-sufficiency, safety and security. Enhancing First Nations' capacity to manage their individual affairs, such as band membership, registration and estates, fosters good government and accountability. This, in turn, increases investors' confidence, supports economic partnerships and improves living conditions in First Nation communities.

Program Activity: Education

This program activity provides First Nation and Inuit communities with tools to achieve educational outcomes comparable to those of other Canadians. INAC has primary responsibility under the *Indian Act* for the elementary and secondary education of Status Indians living on reserve. As a matter of social policy, INAC also supports on-reserve Status Indian students and Inuit students in the pursuit of post-secondary education. Support provided through the Education programs includes provisions for instructional services and special education services as well as targeted initiatives which aim to enhance First Nation education management, improve teacher recruitment and retention, and encourage parental and community engagement. New targeted funds have been recently included to improve the provision of elementary and secondary education services through both a partnership and a student success program.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	1,657.2	1,684.2	1,704.0
Human Resources (FTEs)	227	230	223

Year-over-year differences primarily reflect ongoing increased demand for education programs.

Program Activity Expected Results	Performance Indicators	Targets
First Nations and Inuit achieve levels of education comparable to other Canadians	High school graduation rates of eligible First Nation students by gender, region and school type	A target setting exercise is to take place in winter 2011 to determine measurable and realistic target graduation rates by province.
	Average age at high school graduation of eligible First Nation students by gender, region, school type	A target setting exercise is to take place in winter 2011 to determine measurable and realistic targets for average age at high school graduation for eligible First Nation students by province.
	Post-secondary graduation/certification rate by age-group, gender, province, type of certification (i.e., diploma or degree) *Note: This indicator will only be available once after the Education Information System is implemented in 2012.*	Data for this indicator will begin to be collected in 2012/2013. Once data are available, a target setting exercise will take place to determine measurable and realistic post-secondary graduation/certification rate by province.
Key Strategic Risks: Socio-economic circumstances outside the education system may influence student and school achievement. Provincial comparability, without a legislative framework in place, may be difficult to sustain.		

Planning Highlights

INAC is working to improve educational outcomes for First Nation students living on reserves by strengthening and reforming First Nation education.

As part of the Reforming First Nation Education Initiative, INAC will implement the First Nation Student Success Program, the Education Partnerships Program and the Education Information System. INAC will also move forward on reforms committed to in Budget 2010. These reforms also include: (i) working with First Nations and other willing partners to develop options, including new legislation, to improve the governance framework and clarify accountability for First Nation elementary and secondary education; (ii) exploring a new approach to providing support to First Nation and Inuit post-secondary students; and (iii) supporting implementation-ready tripartite education agreements with provinces and First Nations.

Program Activity: Social Development

Supports the provision of: income assistance to meet basic needs for food, clothing and shelter to ensure the safety and well-being of individuals and families consistent with provincial programs and standards; First Nation child and family services to improve their well-being and security; assisted living for social support services of a non-medical nature, such as in-home care, short term respite care, foster care and institutional care, to improve their well-being and security; Family Violence Program to improve safety and security, particularly of women and children at-risk; National Child Benefit Re-investment to support low-income families with children to help prevent or reduce the depth of child poverty; and other social services to build self-reliant, sustainable, healthy and stable First Nation communities.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	1,565.5	1,601.6	1,646.7
Human Resources (FTEs)	74	72	72

Year-over-year differences primarily reflect ongoing increased demand for social development programs, as well as changes in the approved funding profiles for First Nations Child and Family Services (Budget 2010) and for the Family Violence Prevention Program (Budget 2006).

Program Activity Expected Results	Performance Indicator	Target
First Nation individuals and families are self-sufficient, secure and safe within supportive, sustainable communities	Community Well-Being Index for First Nations and Inuit	Increase the percentage of First Nation communities with positive change in rating in the CWBI (employment, income, education and housing sub-indices)
Key Strategic Risks: Success in implementing enhanced prevention focus frameworks for FNCFS depends on the readiness and willingness of provincial and First Nation partners. Economic conditions may prevent the reduction of income assistance dependency rate.		

Planning Highlights

INAC will continue to pursue the reform of social development programs[8] and policies in 2011-2012 to bolster the self-reliance for First Nation individuals and their families. This includes developing partnerships that will increase access to and use of active measures, such as life skills training, to support employment readiness and ease the transition to the work force for those receiving income assistance.

Reforms also include increasing access to prevention services for First Nation children and families. To this end, INAC will continue to collaborate with First Nations and provincial partners to adopt the enhanced prevention-focused approach. INAC has already implemented this approach in six provinces covering 68 percent of all First Nation children normally residing on reserves, and is now working to transition the five remaining jurisdictions – British Columbia, Yukon, New Brunswick, Ontario, and Newfoundland and Labrador – by 2013.

[8] Additional information on INAC's social development programs is available at http://www.ainc-inac.gc.ca/hb/sp/index-eng.asp.

Working with Health Canada, INAC will continue putting in place a child-first approach for First Nation children with multiple disabilities needing care from multiple service providers (the federal response to Jordan's principle). The goal is to avoid delays or disruptions from jurisdictional disputes in caring for these children.

Program Activity: Managing Individual Affairs

The Managing Individual Affairs program activity ensures responsible Federal stewardship of the provisions of the *Indian Act* that pertain to Estates, Band moneys, registration and Band membership through direct client-services as well as partnerships with First Nations to deliver select services including the administration of Estates and the Indian Registration Program. The Program Activity is also responsible for administering the portions of the *First Nations Oil and Gas and Moneys Management Act* that pertain to Indian Moneys.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	27.4	27.3	22.1
Human Resources (FTEs)	268	271	216

Year-over-year differences primarily reflect changes in the approved funding profile for Indian registration administration for eligible Mi'kmaq of Newfoundland and for applicants under the *Gender Equity in Indian Registration Act*.

Program Activity Expected Result	Performance Indicator	Targets*
Federal stewardship of the legislative, administrative and treaty obligations for which INAC is responsible	Delivery of services within established service standards related to registration, membership, estates, treaty annuities and moneys as per the *Indian Act* and other related acts and regulations, as demonstrated by the results in the sub-activities	• 90% of Indian moneys disbursements meet established processing standards (increase of 1% per year) by March 31, 2012 • 75% compliance with the established service standards of the Estates program's policy by March 31, 2011 • 100% of treaty events requested held by March 31, 2012 • 100% of band requests accommodated by March 31, 2012
Key Strategic Risk: Missing information from applicants and potential litigation may result in process delays on issues related to the management of individual affairs.		

* Targets have been taken from program sub-activities because the program activity target ("Deliver services as demonstrated below") did not specify measurable targets; the wording was also altered to indicate the related activities.

Planning Highlights

In 2011-2012, INAC will continue to deliver certificates of Indian Status. In this same year, INAC will continue to take action to fulfill the government's responsibilities related to the *McIvor* decision, a ruling by the Court of Appeal for British Columbia that concluded that certain registration provisions of the *Indian Act* are unconstitutional as they violate the equality provision of the *Canadian Charter of Rights and Freedoms*. To comply with the decision, Parliament passed Bill C-3, the *Gender Equity in Indian Registration Act*, to amend the registration provisions of the *Indian Act*.

INAC will also continue to modernize the administrative processes for registration, moneys and estates, which will result in simplified, standardized, and more efficient processes and procedures. This includes increased partnering with First Nations to enhance program responsiveness to individuals and families. Modernization will contribute to improving community development and capacity of First Nations in managing their individual affairs.

Program Activity: Residential Schools Resolution

Indian residential schools were mostly operated by four religious denominations and funded by the federal government, from before Confederation to 1996. The courts in each jurisdiction approved the Indian Residential Schools Settlement Agreement, which was implemented on September 19, 2007.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	391.1	158.9	–
Human Resources (FTEs)	475	153	–

* Year-over-year differences primarily reflect changes in the approved funding profile to support the federal government's obligations resulting from the Indian Residential Schools Settlement Agreement which sun sets in 2013-2014.

The administration of the Indian Residential Schools Settlement Agreement (IRSSA) seeks further reconciliation with former student residents of Indian residential schools, their families and communities by providing: financial compensation (following validation of their residency and an independent assessment of more serious harms they may have suffered), a disclosure forum and the provision of healing and commemorative services.

Program Activity Expected Result	Performance Indicator	Target
Indian Residential Schools Settlement Agreement (IRSSA) is well managed to contribute to a fair resolution of Indian residential schools.	Percentage of applications/ claims responded to within the IRSSA service standards	Number of applications/ claims addressed within service standards (March 31, 2013)

Key Strategic Risk: Higher volume and complexity of cases may result in capacity pressures.

Service standards can be found at: http://www.ainc-inac.gc.ca/ai/rqpi/cep/index-eng.asp.

Planning Highlights

INAC will continue to implement the terms, obligations and commitments of the IRSSA in 2011-2012. INAC is committed to improving document collection and other processes for resolving independent assessment process claims associated with the operation of Indian residential schools. All files will be offered a hearing date within nine months of being admitted and hearings will be increased to more than 330 per month (3,600-4,000 hearings to be held in 2011-2012).

The IRSSA identifies $20 million to be allocated for commemorative initiatives to provide former students, their families and their communities the opportunity to pay tribute to, honour, educate, remember and memorialize their experiences by acknowledging the systemic impacts of the residential school system. Ten million dollars will be allocated to commemoration initiatives in 2011-2012 and again in 2012-2013.

For the planning period, INAC will continue to focus on partnerships and reconciliation as priorities. To that end, INAC will: co ordinate federal participation at seven national events convened by the Truth and Reconciliation Commission (TRC); continue to work with the relevant churches in supporting their obligations under the IRSSA; co-ordinate the transfer to the TRC of all federal documents related to Indian residential schools; and continue to promote reconciliation with Aboriginal peoples and between Aboriginal and non-Aboriginal people. In the year ahead, INAC is also developing a plan for any funds left over from the amount set aside for the common experience payments (CEPs). If more than $40 million remains after all of the CEPs have been made, CEP recipients will be eligible to receive personal credits for education up to a maximum of $3,000 per person.

The Land and Economy

Full participation of First Nations, Inuit and Métis individuals and communities in the economy

Creating opportunities for increased Aboriginal participation in the economy will continue to be INAC's focus. In all areas, programs and policies, the Department is working together with Aboriginal Canadians and willing partners to ensure that Aboriginal Canadians enjoy the same opportunities for employment, income and wealth creation as other Canadians. Building on extensive discussions with partners nationwide, the Department continues to implement the Federal Framework for Aboriginal Economic Development in support of five objectives: (i) strengthening Aboriginal entrepreneurship; (ii) enhancing the value of Aboriginal assets; (iii) forging new and effective partnerships; and (iv) focusing on the role of federal government through improved co ordination and collaboration with federal partners. The department will continue to work with HRSDC to support the objective of (v) developing Aboriginal human capital.

Benefits to Canadians

Increasing the participation of First Nation, Inuit and Métis women and men in the economy will lead to better economic outcomes for Aboriginal Canadians and contribute to Canada's overall economic prosperity. INAC's programs support Aboriginal entrepreneurs, businesses and communities to act on economic opportunities, thereby generating employment and income. Modernizing Canada's statutory and regulatory regimes enables economic development on reserves, which benefits not only the First Nation communities but also surrounding municipalities.

The sustainable management and economic activation of First Nation lands and resources enhances the value of these assets, fostering safe, healthy and successful First Nation communities. Repairing damages to this land through the remediation of contaminated sites protects the health of all Canadians living within the same ecosystem.

INAC programs support First Nation safe water and wastewater on reserves. INAC's support of First Nation development and management of their infrastructure is vital to ensuring a well-planned and well-managed base of community infrastructure assets. This, in turn, provides the foundation for First Nation health, safety and successful economies. Planned program restructuring efforts will benefit Canadians through more cost-effective delivery of program services, while providing a supportive business environment for Aboriginal people across the country.

Program Activity: Aboriginal Economic Development

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	252.3	252.7	252.7
Human Resources (FTEs)	355	355	355

This program activity (PA) recognizes the synergies between economic development, lands activities and business development. It recognizes that the federal government has a role to play in creating the conditions that will foster Aboriginal economic development.

As INAC does not hold all the economic levers, it must forge strategic partnerships with other levels of government, the private sector, Aboriginal organizations and other stakeholders to succeed in increasing the participation of Aboriginal Canadians in the economy.

The supporting plans and actions under this program activity contribute to the expected results: viable Aboriginal businesses and opportunity-ready communities. Strengthening business development capacity tools will encourage Aboriginal Canadians to start and/or expand their own businesses, thereby contributing to viable Aboriginal businesses. Increasing access to and control of Aboriginal lands and natural resources, and building community/institutional capacity, will enable Aboriginal communities to fully utilize their assets for economic development, contributing to opportunity-ready communities. The growing Aboriginal land and resource base will also increase economic opportunities for Aboriginal communities, contributing to an increased number of Aboriginal start-up businesses.

Program Activity Expected Results	Performance Indicators	Targets
Viable Aboriginal businesses	Survival rate for Aboriginal businesses that receive a financial contribution from the Aboriginal Business Development Program	90% after one year, by March 31, 2012 70% after two years, by March 31, 2013 38% after three years, by March 31, 2014
	Percentage of Aboriginal procurement relative to total federal procurement spending	2% by March 31, 2012
Opportunity-ready communities	Rate of growth for First Nation and Inuit communities' revenues generated through economic development	Rate of growth higher than the rate of inflation by March 31, 2012
Key Strategic Risk: Weakness in the Canadian economy may impede the development of Aboriginal businesses.		

Planning Highlights[9]

In support of the Federal Framework for Aboriginal Economic Development, INAC will work to strengthen Aboriginal entrepreneurship, enhance the value of Aboriginal assets, forge new and effective partnerships; and focus the role of the federal government through improved co-ordination and collaboration. INAC will also continue to work closely with HRSDC in developing Aboriginal human capital. INAC will continue facilitating Aboriginal business creation and expansion by increasing access to capital and improving procurement opportunities. INAC will also work to increase access to Land Management and Economic Development programming by addressing legislative and regulatory barriers for economic development on reserve, increasing access to capacity development, and providing better support towards First Nation institutional governance, which will enable greater use for the First Nations Land Management (FNLM) regime and Reserve Land and Environment Management Program (RLEMP). These enhancements will pave the way forward to increase First Nation control of reserve lands and increase readiness toward sectoral self-governance. INAC will provide additional First Nations with the opportunity to benefit from the *First Nation Land Management Act* by considering options for the further expansion of the regime. INAC will also strengthen its economic development programs to make them more market-driven and opportunity-based. It will continue to promote strategic Aboriginal economic development partnerships with the provinces and territories, and facilitate links with the Aboriginal and non-Aboriginal private sector. INAC will work with partners to make equity investments in major resource and energy projects. Strategic investments in Aboriginal economic opportunities will continue. INAC will work with Aboriginal stakeholders, as well as with federal departments and levels of government in strengthening partnerships.

[9] First Nations' Forestry Program, a joint program with Natural Resources Canada, is sunsetting March 31, 2011. The program contributes to target 7.3, Sustainable Forest Management, of the Federal Sustainable Development Strategy. For more information, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp. For complete details on the Strategy, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

Program Activity: Federal Administration of Reserve Land

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	37.8	33.1	33.1
Human Resources (FTEs)	123	120	120

Year-over-year differences primarily reflect changes in the approved funding profile for the implementation of treaty land entitlement specific claims in Saskatchewan.

The program activity Federal Administration of Reserve Land encompasses the Crown's statutory and fiduciary obligations as the administrator of reserve lands held in trust for the use and benefit of Indians. Those obligations are fulfilled through the timely response to requests for land transactions and activation of land and resource assets, additions to reserve, environmental protection performed with due diligence which preserves the principles of communal use and benefit while meeting the aspirations of First Nations in building safe, healthy and successful communities.

Program Activity Expected Results	Performance Indicators	Targets
Land designated for economic development purposes	Percentage of designations completed	50% by March 31, 2012
Timely administration of reserve land and resource activities	Service standards met (10 days for registration at headquarters)	90% by March 31, 2012
	Percentage of leases and permits managed in NetLands (i.e., number of new leases and permits registered in the Indian Land Registry compared with number tracked in the NetLands monitoring system)	70% by March 31, 2012 100% by March 31, 2013 and beyond
Management of contaminated sites to protect human health and the safety of the environment	Number of contaminated sites remediated	Five by March 31, 2012
Key Strategic Risks: Ongoing financial and human resource capacity. The co-ordination of diverse and interrelated initiatives to meet both consecutive and concurrent timelines within a change environment. Resource constraints.		

Planning Highlights

This program activity will support the departmental priority of "improving economic development and sustainability" through the modernization of lands-related policies and procedures in collaboration with First Nation stakeholders and other government departments. Key elements in modernizing INAC's Lands operations include, for example, the INAC–Natural Resources Canada Parcel Fabric Renewal Project, INAC's engagement with the Assembly of First Nations on additions to reserve reform, and further expansion of the First Nation Land Management regime.

To administer reserve lands, INAC will continue to deliver on its core responsibilities:

- reduce the highest-ranked human health and ecological risks on reserves through the implementation of the Federal Contaminated Sites Action Plan program;
- reduce the known federal financial liability in confirmed contaminated sites by $7.5 million;
- designate land for economic development purposes;
- complete the five-year ministerial commitment of creating 600,000 acres of new reserve land in Manitoba; and
- continue meeting the service standard of registration of *Indian Act* land transactions within 10 business days for the more than 10,000 transactions expected within the planning period.

These activities are critical to economic development through the legal certainty provided by the effective and diligent federal administration of reserve land.

Program Activity: Community Infrastructure

This program activity supports the provision of funding for the acquisition, construction, operation and maintenance of: community facilities such as roads, bridges, water and sewer systems, and administration offices; education facilities, such as schools and teacherages; and on-reserve housing.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	1,212.2	1,028.9	993.5
Human Resources (FTEs)	233	180	180

Year-over-year differences primarily reflect the sunset (in 2013-2014) of the First Nation Infrastructure Fund and the sunset (in 2012-2013) of funding for the First Nations Water and Wastewater Action Plan (Budget 2010).

Program Activity Expected Results	Performance Indicators	Targets
Infrastructure base in First Nation communities that protects the health and safety of community members and enables engagement in the economy	Percentage of First Nation communities with positive change in rating in the Community Well-Being (CWB) Index sub-indices of employment, income, education and housing	Increase in the percentage of First Nation communities with positive change in rating in the CWB Index sub-indices of employment, income, education and housing
Decrease in number of high-risk water and wastewater systems	Percentage of First Nation communities with acceptable water and wastewater facility risk ratings	Increase in the percentage of First Nation communities with acceptable water and wastewater facility risk ratings by March 31, 2013 (Lead on FSDS target)

Key Strategic Risk: Ongoing human resource and financial challenges for First Nation capacity to construct, operate and maintain capital assets.

Planning Highlights

First Nation communities need infrastructure that protects health and safety and supports participation in the economy. In 2011-2012, under the community infrastructure program activity, INAC will continue to improve water and wastewater systems on reserves. The goal is to increase the percentage of communities with water and wastewater systems with low-risk ratings and contribute to community well-being. Key plans and activities include:

- further development of a regulatory regime for water and wastewater on reserves;
- a new long-term strategy, including targets, to address water and wastewater servicing needs in First Nation communities, based on the results of the *2009 National Assessment of Water and Wastewater Systems in First Nations Communities*;
- completion of a national assessment of all existing communal water and waste water systems in First Nations communities; and
- expansion of the number of qualified waste and wastewater system operators, ensuring that training is available for all water system operators and that all water systems are overseen by a certified operator.

INAC will continue with efforts toward infrastructure that meets the needs of First Nation communities, as well as supporting communities' capacity to maintain infrastructure by advancing alternative approaches to the funding, construction, ongoing operation and maintenance of public infrastructure on reserves.

Besides supporting INAC's community development and economic development priorities, these efforts support the Federal Sustainable Development Strategy.[10]

[10] INAC's climate change programs sunset in 2011-2012. They contribute to targets 1.1, Climate Change Mitigation and 2.1, Air Pollutants of the Federal Sustainable Development Strategy. For more information, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp. For complete details on the Strategy, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

The North

Self-reliance, prosperity and well-being for the people and communities of the North

INAC's Northern Affairs Organization fulfils the federal government's constitutionally mandated responsibilities in Canada's three northern territories. INAC carries out its role for the people of the North and all Canadians through partnerships with territorial governments, Aboriginal groups, non-Aboriginal Northerners, the private sector and other stakeholders. The Government of Canada is committed to the North realizing its true potential as a healthy, prosperous and secure region within a strong and sovereign Canada. The government is working toward this vision through an integrated Northern Strategy.[11]

Benefits to Canadians

Northerners, and all Canadians, benefit from INAC's leadership in advancing northern initiatives. The Department's work to promote the four pillars of the Northern Strategy – exercising our Arctic sovereignty, promoting social and economic development, protecting the North's environmental heritage, and improving and devolving northern governance – contributes to quality-of-life initiatives that support the health and well-being of individuals, communities and the environment, and secures a more sustainable, prosperous future for Northerners and Canada as a whole.

Program Activity: Northern Governance and People

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	120.7	120.0	121.0
Human Resources (FTEs)	42	42	42

This program activity strengthens the North's communities and people by: devolving to the people of the North province-like responsibilities for land and natural resources; reducing the costs of transporting nutritious perishable foods and other essential items to isolated northern communities; providing grants to territorial governments for hospital and physician services; working with northern communities to identify the risks and challenges posed by climate change; and advancing interests of Canadians and Northerners through circumpolar forums.

Program Activity Expected Result	Performance Indicators	Targets
The people of the Yukon, Northwest Territories and Nunavut are responsible for the governance of northern land and resources	Completion of the five phases of devolution in the Northwest Territories and Nunavut: (1) protocol, (2) agreement in principle, (3) final agreement, (4) legislation and (5) implementation	Complete phase 2 by March 31, 2012

[11] For more information on the Northern Strategy, please see http://www.northernstrategy.ca

Consumption of nutritious food in eligible communities	Estimated weight of eligible food purchased per capita	Increasing annually per capita by March 31, 2012
Key Strategic Risks: The different dynamics and expectations of participating parties may hinder decision making and progress in a multi-phased process. Success of the Nutrition North program could lead to overutilization, thus exceeding available resources and possibly limiting support for nutritious foods which would undermine program objectives.		

Planning Highlights

For the upcoming planning period, INAC will continue to work toward devolution in the Northwest Territories and Nunavut. Devolution in Yukon occurred in 2003. Negotiations concerning the transfer of provincial-type responsibility for land and resource management will be conducted according to a five-phase process: protocol, agreement in principle, final agreement, legislation and implementation. As a result of the 2010 agreement in principle reached with the Government of the Northwest Territories, work will focus on the final agreement phase of the devolution process. In Nunavut, efforts will continue to focus on the second phase of the devolution process, following the signing of the protocol on September 5, 2008. Legislative, policy and programming initiatives, such as strengthening financial management and networking capacity in Nunavut, will also foster the growth of effective and efficient government structures.

Canada's northern priorities set out in Canada's Northern Strategy and Arctic Foreign Policy will be advanced through the Arctic Council and its working groups, as well as through bilateral relations and activities with key partners, such as Russia, the United States and Norway.[12]

In 2011-2012, the Nutrition North Canada program will replace the Food Mail Program. INAC will work closely with key stakeholders to complete a smooth transition between programs. It is anticipated that INAC will also continue its ongoing commitment to reimburse the governments of Nunavut and the Northwest Territories for the provision of hospital and physician services to First Nation and Inuit residents.

[12] INAC's climate change programs sunset March 31, 2011. They contribute to targets 1.1, Climate Change Mitigation and 2.1, Air Pollutants of the Federal Sustainable Development Strategy. For more information, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp. For complete details on the Strategy, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

Program Activity: Northern Science and Technology

This program activity supports scientific research and technology in the North. Research and monitoring of long-range contaminants and their impacts on the ecosystem and the traditional/country food chain is carried out through the Northern Contaminants Program. It also supports the work carried out under the International Polar Year (IPY) initiative including the efforts to facilitate scientific research licensing and approvals as well as the establishment and management of scientific data. The establishment of the Canadian High Arctic Research Station will position Canada as an international leader in Arctic science and technology.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	13.6	12.4	13.6
Human Resources (FTEs)	17	13	13

Year-over-year differences primarily reflect changes in the approved funding profile for the International Polar Year (sunsets in 2012-2013) and the Canadian High Arctic Research Station.

Program Activity Expected Results	Performance Indicator	Target
A simplified framework for research licensing of future northern science programs and activities	Phases in Canadian Arctic Research Licensing Initiative: (1) recommendations for improvement; (2) consultation with stakeholders; (3) fund development of the following tools to facilitate licensing — territorial/regional retrospective on research licensing, research licensing web-based tools, guidelines and training materials, and workshops/meetings	Phase 3 by March 31, 2012
Key Strategic Risks: Insufficient scientific infrastructure and logistics in the North to inform decision making and economic development. Delays in the tendering process for CHARS.		

Planning Highlights

INAC programs will continue to contribute to individual and community well-being across the North. The Northern Contaminants Program[13] will monitor contaminant levels in wildlife and people in the Canadian North; work toward a five-year assessment of mercury and persistent organic pollutants in the North; and contribute data and expertise to national and international organizations, such as the Arctic Council's Arctic Monitoring and Assessment Program and the Stockholm Convention's Global Monitoring Plan. Planning will continue for the upcoming International Polar Year Conference in 2012. During the final conference, entitled "From Knowledge to Action," IPY findings will be presented and will contribute to discussions of how this new knowledge can be used to advance Arctic issues, such as northern Aboriginal health, reduction in sea ice and marine safety, permafrost and northern infrastructure, and climate change.

[13] The Northern Contaminants Program contributes to target 2.3, Chemicals Management of the Federal Sustainable Development Strategy. For more information, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp. For complete details on the Strategy, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

Progress on the creation of the Canadian High Arctic Research Station (CHARS) will continue in the upcoming planning period. Budget 2010 provided $18 million to undertake the five-year design phase for the station. As part of the first year of the design phase, preliminary project approval will be sought and INAC, through Public Works and Government Services Canada, will proceed to contract the design firm. INAC will also draft a more detailed science and technology plan for CHARS.

CHARS will focus on a set of defined priorities that respond to the needs of Northerners and all Canadians to inform policy and decision making. CHARS will support northern scientific research by providing relevant services and use of the facilities to external researchers and visitors. CHARS will also be the hub of a network of Arctic research facilities to augment the capacity for science and technology in the North. Northern Affairs will also continue to support and provide co ordination of key Arctic science policy files within the Department, and to support interdepartmental collaboration as secretariat for the Assistant Deputy Minister Committee on Arctic Science and Technology. All of these initiatives will support the development of a shared Arctic science agenda.

Program Activity: Northern Land, Resources and Environmental Management

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	88.8	74.9	69.8
Human Resources (FTEs)	332	320	302

Year-over-year differences primarily reflect changes in the approved funding profile for the Federal Contaminated Sites Action Plan and for improving the regulatory regime and environmental monitoring in the North, as well as the sunset (in 2012-13) of funding provided for diamond valuation.

This program activity supports the management, sustainable development and regulatory oversight of the land, water, environment and natural resources of the North. Mineral and petroleum resource development, including offshore projects, are managed and co-ordinated; environmental management and stewardship is promoted through initiatives like the Northwest Territories Protected Areas Strategy, Northwest Territories Cumulative Impacts Monitoring Program, the Nunavut General Monitoring Program and the continued development and improvement of the northern regulatory regime; resource management is effected through development of legislation, regulations and related policies as well as collaboration with and support of Northern Boards; contaminated sites are identified and cleaned up; and northern land and resources are managed for the current and future benefit and prosperity of all Northerners.

Program Activity Expected Results	Performance Indicators	Targets
A more predictable and timely regulatory regime in the North	Improved Fraser Institute rating	Improve Fraser Institute rating by 10 positions by March 31, 2014
	Percentage of projects approved within regulated timelines in process	75% by March 31, 2014
Environmental assessment processes that are effective in identifying potential impacts and mitigation measures	Percentage of decisions on a course of action issued within six months of receiving a recommendation from an environmental assessment body	75% by March 31, 2012
Key Strategic Risk: Complex regulatory system will negatively impact future economic development projects.		

Planning Highlights

INAC is committed to the development of the North's natural resources in an environmentally sound manner and to the expansion of the network of protected areas. Through legislative improvements and enhanced environmental monitoring programs in the Northwest Territories and Nunavut, INAC will continue to advance the action plan to improve northern regulatory regimes. The Department will also support increased investment in the oil and gas sector in Canada's North, through activities such as the implementation of the Beaufort Regional Environmental Assessment initiative. In mining, INAC will contribute to the renewal of the *Northwest Territories and Nunavut Mining Regulations*, implement an online electronic prospecting permit application system for the Northwest Territories, implement a map selection system for Nunavut, and effectively administer the royalty system.

INAC will continue to work toward sound environmental management and conservation in the North by completing regional land use plans, establishing protected areas and enhancing the system of environmental monitoring. INAC will continue to partner with relevant stakeholders to identify opportunities to improve the timelines for environmental assessment processes.

The Department will also continue to actively address contaminated sites in the North, including the Faro and Giant mines, two of Canada's largest contaminated sites. The Department will continue to conduct assessment and remediation activities systematically based on available resources.

Office of the Federal Interlocutor

Socio-economic well-being of Métis, non-status Indians and urban Aboriginal people

The Office of the Federal Interlocutor (OFI) works to raise awareness about the circumstances of Métis, non-status Indians and urban Aboriginal people, and to create opportunities for a greater number of Aboriginal people to participate in the Canadian economy and society. To do this, the OFI partners with other federal departments, local, provincial and territorial governments, Aboriginal representative organizations, and community leaders. The OFI supports and strengthens the Government of Canada's relationship with national Aboriginal organizations that represent Métis, non-status Indians and urban Aboriginal people, including the Congress of Aboriginal Peoples, the Métis National Council and their affiliates. The OFI also participates in negotiations with these organizations and the provinces, and co-ordinates the Urban Aboriginal Strategy.

Benefits to Canadians

More than 54% of Aboriginal people in Canada now live in urban areas. With a fast-growing young urban Aboriginal population, the OFI supports greater economic participation of urban Aboriginal people to strengthen Canada's economy as a whole. The OFI supports MNSI organizational capacity development and ensures policy and program reflect MNSI and urban Aboriginal people concerns and interests. Finally, building common understanding of Métis and Aboriginal rights will assist in the reconciliation within the Canadian Federation in a collaborative and practical manner.

Program Activity: Urban Aboriginal Strategy

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	13.5	–	–
Human Resources (FTEs)	36	–	–

Urban Aboriginal Strategy funding sunsets in 2012–2013.

This program activity helps respond to the needs of Aboriginal people living in urban centres. It promotes the self-reliance and economic participation of urban Aboriginal people and expands their life choices. Through the Urban Aboriginal Strategy (UAS), the federal government partners with other governments, community organizations and Aboriginal people to support (financially and through other means) projects that respond to local priorities. The Strategy enhances the federal government's ability to align expenditures directed toward urban Aboriginal people in key centres with provincial and municipal programming in a way that both advances federal objectives and responds effectively to local challenges and opportunities.

Program Activity Expected Results	Performance Indicators	Targets
Self-reliant urban Aboriginal people who participate in the economy	Economic conditions of Métis, non-status Indians and urban Aboriginal people, as indicated by high school attainment, employment and average total income for urban Aboriginal people in UAS-designated cities	2% increase between 2001 and 2011 for high school attainment, employment and average total income for urban Aboriginal people in UAS-designated cities by March 31, 2012
Broader and enhanced engagement of Urban Aboriginal Strategy (UAS) partners leading to federal and provincial efforts more effectively responding to urban Aboriginal needs	Percentage of total project funding leveraged through relationships with provincial and municipal governments	Percentage of dollars leveraged on a matching (50–50) basis averaged over five years (2007-2008 to 2011-2012) by UAS-designated city through relationships with provincial and municipal governments by March 31, 2012
Key Strategic Risk: Some provinces and municipalities may have limited flexibility to meet cost-sharing requirements; some communities may have limited capacity to develop a strategic vision and meaningful partnerships.		

Planning Highlights

Through the UAS, the OFI will keep up its efforts to work with the urban Aboriginal community, federal, provincial and municipal governments, Aboriginal organizations, and the private and non-profit sectors to develop local solutions to local issues. The OFI will continue to: work with signatory departments to develop joint contribution agreements and increase federal horizontality; formalize commitments with provinces and municipalities to align investments; strengthen the planning capacity of UAS communities; and develop a policy framework for program renewal.

Program Activity: Métis and Non-Status Indian Organizational Capacity Development

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	16.1	16.1	16.1
Human Resources (FTEs)	19	19	19

This program activity is carried out by the Office of the Federal Interlocutor, the Government of Canada's principal point of contact for Métis and non-status Indian organizations, and an advocate within government on their key issues. The main mandate of the Office is to support (financially and through other means) the work of these organizations, and help find practical ways to reduce dependency and improve the self-reliance, and social and economic conditions of Métis, non-status Indians and off-reserve Aboriginal people. The Office fulfils this mandate by helping Métis and non-status Indian organizations develop their organizational and professional capacity, so that they can build effective partnerships with federal and provincial governments, and the private sector.

Program Activity Expected Results	Performance Indicators	Targets
Métis and non-status Indian (MNSI) organizations have the organizational capacity to deliver agreed-upon projects	Percentage of progress reports demonstrating progress on projects and submitted on time	Number to be determined after 2009-2010 data (Satisfactory is considered to be 60-70% of work plan objectives achieved) by March 31, 2012
MNSI organizations that have the financial capacity to be accountable for public funds.	Percentage of MNSI organizations with qualified financial personnel on staff as measured by certification, accreditation, years of experiences and training	70% by March 31, 2012
Stable and democratically accountable MNSI organizations that represent their members' interests	Percentage of MNSI organizations that hold elections and Annual General Assemblies, in keeping with constitutions/bylaws	100% by March 31, 2012
Key Strategic Risk: MNSI organizations may have difficulties developing and maintaining the necessary human capacity to adequately addressing the needs of their members and remaining accountable to their membership.		

Planning Highlights

The OFI will continue to support eligible MNSI organizations in maintaining relationships with the federal government, enhancing the capacity to represent their members, and improving their financial and governance accountability. These efforts will involve tripartite and bilateral relationships, providing funding through both the Basic Organizational Capacity Program and the Federal Interlocutor's Contribution Program. The OFI will increase the economic development capacity within MNSI and Aboriginal organizations by implementing trilateral economic development strategies. The OFI will also contribute to improving educational outcomes for Aboriginal students in the provincial school system by working with provinces and MNSI organizations for addressing particular needs.

Program Activity: Métis Rights Management

This program activity is the federal response to the 2003 Supreme Court of Canada's *Powley* decision, which affirmed that Métis hold section 35 Aboriginal rights under the Canadian Constitution.

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	11.9	11.9	11.9
Human Resources (FTEs)	10	10	10

The program works with (through financial support and other means) nonprofit, representative Aboriginal organizations that have substantial Métis memberships to develop objectively verifiable membership systems for Métis members and harvesters[14] in accordance with the Supreme Court's direction.

Program Activity Expected Results	Performance Indicators	Targets
Reconciliation of section 35 Métis Aboriginal rights with the sovereignty of the Crown	Number of verified membership systems out of the total five systems that are being developed	Three by March 31, 2015
	Level of public awareness of Métis Aboriginal rights issues	Set targets: Creation of baseline data in relation to the public awareness of Métis rights by March 31, 2015
Key Strategic Risk: Not addressing asserted Métis Aboriginal rights may result in increased litigation.		

Planning Highlights

The OFI will continue to support the development and maintenance of objectively verifiable membership systems. This will include working with the Canadian Standards Association to develop approaches and standards to evaluate the systems. The OFI will continue to work closely with INAC's Consultation and Accommodation Unit to address MNSI issues within federal policy approaches and processes. In addition, the OFI will continue to respond to court decisions as they arise; lead practical initiatives, such as joint federal–provincial research projects; build systems of identification; and harmonize federal–provincial approaches to Métis Aboriginal rights.

[14] Harvesters is used in the context of those people who hunt, fish, trap and gather for personal use.

Program Activity: Internal Services

	2011-2012	2012-2013	2013-2014
Planned Spending ($ millions)	385.2	382.6	360.3
Human Resources (FTEs)	2,633	2,617	2,551

The decrease in spending in 2013-2014 primarily reflects the sunset of funding to support the federal government's obligations pursuant to the Indian Residential Schools Settlement Agreement.

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: management and oversight services; communications services; legal services; human resources management services; financial management services; information management services; information technology services; real property services; materiel services; acquisition services; travel; and other administrative services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Planning Highlights

INAC puts in place the internal services necessary to support effective delivery of its programs and services. In 2011-2012, INAC will continue to implement the new Transfer Payment Policy. Streamlining will be based on risk management approaches and the Department's harmonization and collaboration agenda in the areas of administrative instruments with its Aboriginal and Government of Canada program partners. To further reduce the reporting burden, INAC will work to consolidate reports and modernize the Indian Government Support Programs database.

INAC is continuing to implement its action plan for Public Service Renewal responding to the 2008 Public Service Employee Survey. The action plan focuses on: improving integrated planning and resource alignment; engaging in talent recruitment; promoting employee development; and promoting workplace well-being.

INAC will develop a strategy for information management and information technology. Under this strategy, departmental investments in information management and information technology will maximize business value, respond to departmental information management needs, provide interoperability among systems, and align investments across INAC program activities.

Contribution to FSDS

INAC is a participant in the Federal Sustainable Development Strategy (FSDS) and contributes to the Greening of Government Operations targets through the internal services program activity. The Department contributes to the following target areas of Theme IV, Shrinking the Environmental Footprint — Beginning with Government, of the FSDS:

- 8.1, 8.2, 8.3 and 8.4, Green Buildings
- 8.5, Greenhouse Gas Emissions (from fleet only)
- 8.6, Surplus Electronic and Electrical Equipment (EEE)
- 8.7, Printing Units
- 8.8, Reducing Internal Paper Consumption
- 8.9, Green Meetings
- 8.10, Green Procurement

For additional details on INAC's activities that support sustainable development, please see INAC's website at http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp, and Section III of this report for the table Greening of Government Operations. For complete details on the FSDS, please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

Canadian Polar Commission

Increased Canadian polar knowledge

This strategic outcome creates the conditions for Canada to acquire the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation.
The Commission facilitates the development and dissemination of polar knowledge to Canadians. It does so by co ordinating research activities to increase efficiency and generate a greater exchange of information. The Commission also fosters and encourages activities and events to attract the next generation of polar researchers.

	2011-2012	2012-2013	2013-2014
Research Facilitation and Communication Planned Spending: ($ millions)	0.8	0.8	0.8
Internal Services Planned Spending ($ millions)	0.2	0.2	0.2
Human Resources (FTEs)	5	5	5

Alignment to Government of Canada Outcomes	A clean and healthy environment
Program Activities	Research Facilitation and Communication
Expected Results	Canada acquires the wide range of information needed for effective policy and research program development in the polar regions, and to maintain Canada's position as a leading polar nation. Canadians have a growing awareness and understanding of the polar regions, especially of current issues affecting them: the environment, sustainable development, sovereignty, social issues and climate change.
Strategies	Continue to consult and collaborate with the wider polar research community in Canada and internationally to gather and disseminate information on current polar research and current polar research issues.
Key Strategic Risks	Growing misalignment between high domestic and international demand for the Commission's services and funding levels.

Program Activity: Research Facilitation and Communication

Program Activity Expected Results	Performance Indicators	Targets
Awareness by government and the public of the progress and effectiveness of Canada in International Polar Year (IPY)	Government planning that builds an IPY legacy in Canada in terms of: • infrastructure • monitoring • attracting the next generation of polar scientists	Improvements to polar research infrastructure. Increase in monitoring activity. Young scientists actively pursuing polar research.
Canada represented on international polar science bodies, with Canadian interests and concerns taken into consideration and information from these organizations brought back to Canada.	Canada's international influence and participation in collaborative polar science. The integration of Canada's priorities into international polar science policies. Increased co-operation with Canada by polar research nations.	Promotion of Canadian polar research interests and concerns, and information gathering at events and meetings with international bodies.
Increased federal government support for establishing a Canadian Antarctic Research Program as part of an overall national polar science policy.	Progress toward implementation of a Canadian Antarctic Research Program.	Champions identified within the federal government to promote the Canadian Antarctic Research Program.

Planning Highlights

The Commission's publications, as well as its website, are key tools in disseminating knowledge and providing better access to polar science information. These tools are conduits for the most up-to-date knowledge that links researchers to users.

The Commission's promotion and support of International Polar Year legacy (IPY) activities will include continuing to facilitate and support the new network of northern research facility operators and managers, and assisting in planning the IPY 2012 conference "From Knowledge to Action" in Montréal.

In 2011-2012, the Commission will promote Canadian polar research interests and concerns, and gather information through its participation in and involvement with international events, conferences and meetings (for example, Northern Research Forum 2011, International Arctic Science Committee, Scientific Committee on Antarctic Research, University of the Arctic, and others). The Commission will work through bilateral agreements with other nations to increase access to Antarctica for Canadian researchers.

Financial Highlights

The future-oriented financial highlights presented within this *Report on Plans and Priorities* (RPP) are intended to serve as a general overview of INAC's financial operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management.

($ millions)	% Variance	2011-2012	2010-2011
For the Year (Ended March 31) – Condensed Future-Oriented Statement of Operations			
Total Expenses		7,356	N/A
Total Revenues		220	N/A
Net Cost of Operations		7,136	N/A

Expenses

The future-oriented expenses total $7.4 billion for 2011-2012. Transfer payments, the majority to Aboriginal people and Aboriginal organizations, amount to $6.2 billion or 84.5 percent of total forecasted expenses. Other significant expenses include salaries and employee benefits totalling $529.6 million (7.2 percent); professional services of $311.9 million (4.2 percent), the majority relating to work on contaminated sites and legal services; and court awards and other settlements of $236.4 million (3.2 percent).

Revenues

The future-oriented revenues total $220.0 million for 2011-2012. Forecasted revenues for resource royalties, such as the Norman Wells Project profits, represent the most significant source of revenue, accounting for $204.1 million or 92.8 percent of total revenues. The other major source of revenue is interest on loans in the amount of $9.2 million (4.2 percent).

- Future-oriented financial statement of Operations can be found on INAC's Web site at: http://www.ainc-inac.gc.ca/ai/arp/pubs/fnst12/fnst12-ft-eng.asp.

Supplementary Information Tables

- The following tables are provided on the Treasury Board of Canada Secretariat's website at: http://www.tbs-sct.gc.ca/rpp/2011-2012/info/info-eng.asp.
    - Details of Transfer Payment Programs
    - Greening Government Operations
    - Horizontal Initiatives:
        - International Polar Year
        - First Nations Water and Wastewater Action Plan
        - Indian Residential Schools – Health Support
        - Urban Aboriginal Strategy
    - Upcoming Internal Audits and Evaluations
    - Sources of Respendable and Non-Respendable Revenues
    - Summary of Capital Spending by Program Activity

Section IV – Other information : Sustainable Development

In keeping with the Federal Sustainable Development Strategy (FSDS), INAC is committed to providing more specific information on departmental sustainable development activities appropriate to the department's mandate. First Nations, Inuit, Métis and northerners have long had a close relationship with the land and its resources. Individuals and organizations within these groups have been raising awareness of the effects of climate change and demanding a broader, more sustainable approach to how Canadians relate to nature.

As stated in the *Federal Sustainable Development Act*, "sustainable development is based on an ecologically efficient use of natural, social and economic resources". INAC understands and supports this principle. Therefore, INAC will continue to work collaboratively with Aboriginal and northern partners to ensure that community development is sustainable over the long term, and that future generations will live in healthy, safe, self-sufficient and prosperous communities that make strong contributions to the country as a whole. The Department will focus on two areas, notably:

- strengthening the application of Strategic Environmental Assessments (SEA) by ensuring that the Government of Canada's environmental goals are taken into account when pursuing social and economic goals; and
- pursuing best practices on reporting on summary information and on the results of SEA's linked to the FSDS goals and targets, in order to ensure that environmental decision making is more transparent.

INAC's programming contributes to goals and targets in all four of the theme areas identified in the first Federal Sustainable Development Strategy.

For additional details on Indian and Northern Affairs Canada's activities to support sustainable development please see http://www.ainc-inac.gc.ca/enr/sd/index-eng.asp, and for complete details on the Federal Sustainable Development Strategy please see http://www.ec.gc.ca/dd-sd/default.asp?lang=En&n=C2844D2D-1.

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